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The Bulletin Board

WIVES NEEDED AS LANGUAGE TUTORS

Employees whose wives have native or very high fluency in any language and are interested in part-time employment as language tutors for Agency personnel are encouraged to submit their names to the Language and Area School.

Many of the Agency's special language requirements which could not be taken care of in regularly scheduled language courses were handled by private outside tutors. LAS is now consolidating the tutorial program and intends to handle as much of it as possible by employing wives of Agency employees on a part-time basis.

Most of the tutoring will be conducted during regular duty hours but some will probably be done during the evening hours. It is hoped that most of the instruction can be done in the homes of the tutors.

Any employee whose wife may be interested in tutoring under this new plan should contact [redacted] on extension [redacted]

DATES OF LANGUAGE TESTS PUBLISHED

We remind our readers that the schedule of foreign language proficiency tests covering the first six months of 1960 has been published as Agency Notice No. 25-115-8, dated 29 December 1959.

We are particularly interested in bringing the Language Qualifications Register up to date and those of you who originally estimated your competencies back in '57 when the Language Development Program began and have not, in the meantime, been tested, should take a test in order to have your current -- and perhaps more objective -- proficiencies on record.

Your Training Officer has a copy of the notice and it is he who makes arrangements for the test. If the awards factor is of personal concern, it is most important that you check the schedule against a maintenance date. If this is not a factor, then you may take a test at your convenience -- but soon, please. Details of the actual testing procedure are summarized in the notice.

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PART-TIME USSR BASIC COUNTRY SURVEY
SCHEDULED

USSR Basic Country Survey -- # 3, was given by the School of International Communism and the USSR from 7 December through 18 December. For the first time this course was offered on a full-time basis, and students from several offices of both DDP and DDI were enrolled. This type of schedule provided a greater opportunity for class discussion and reading to complement many of the lectures.

For the convenience of those who cannot attend full-time classes, the next USSR Basic Country Survey--# 4, will be offered on a part-time basis, beginning 1 March and continuing through 5 May. Classes will meet Tuesdays and Thursdays, 0900-1200, in Room 2103 Alcott Hall. Registration closes on 23 February.

The course is for employees whose duties require comprehensive knowledge of the USSR. Lectures or seminars are presented by the staff of SIC and by specialists from other offices in the Agency. They emphasize current practices and problems of the Soviet Union and cover particularly: Communist ideology; historical development of Czarist Russia and the USSR; geography and natural resources; the role of the Communist Party; structure and activities of the government and of the economy; military, economic, and scientific capabilities; nationalities of the USSR; and Soviet foreign policy.

Further information on the course can be obtained from [redacted] on extension [redacted]

IT'S TIME TO REGISTER
FOR SPRING SEMESTER OF VLTP

The 1960 Spring Semester of the Voluntary Language Training Program begins on Monday, 7 March 1960. Agency employees who plan to study in the out-of-hours program should register before 19 February 1960. Since the number of classes is limited, no registrations will be accepted after this date. Before enrolling, students must take the Agency's Foreign Language Aptitude Test Battery (FLATB). Arrangements for taking it are made through Training Officers.

Classes will no longer be offered at the beginners (101) level in French, Italian, Spanish, or German, and in the following or Fall Semester, 1960, classes will be discontinued in these languages at the 102-level. However, classes will still be offered at the 201, 202 and Seminar-levels in these languages and at any level in other languages where there is sufficient demand. A minimum registration of 5 students for a specific level of instruction in a language is required to organize the class.

Now in its third year, about 1500 employees have studied one of among twenty languages under this program, (actually well over 2000 requests for study were submitted) and 331 classes have been conducted. The languages have included Arabic, Armenian, Chinese, Czech, Dutch, Finnish, Greek, Italian, Japanese, Norwegian, Persian, Polish, Portuguese, Russian, Swahili, Swedish, and Turkish along with French, German, Italian, and Spanish.

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PROFESSIONAL BASIC TYPING COURSE
BEGINS IN MARCH

A typewriting course for professional personnel will be held during the six-week period of 14 March to 22 April 1960. Classes will meet from 0900 to 1000 hours in Room 500, 1016 16th Street. Applications for registration must be submitted to the Registrar on or before 7 March.

The objectives of this course are to learn the typewriter keyboard and to acquire as much speed and accuracy in typewriting as is possible in a six-week training program. Additional information can be obtained from [redacted] of the Clerical Training Faculty, extension [redacted]

FILING WORKSHOP FOR DDP
A SUCCESS

Like the earlier two sessions (one for DDS; the other, DDI) of Filing Workshops, this one-day refresher on 7 December for the DDP was oversubscribed. The Clerical Faculty/TR and the Records Management Staff conducted all three, and apparently, with satisfying results.

A second series is being considered and when specific dates are confirmed we will announce them in the Bulletin.

SCHEDULED LANGUAGE COURSES
LISTED UNDER REGISTRAR'S REMINDERS

Beginning with this issue, dates of language and area courses will be listed in the Registrar's Reminders along with other OTR courses. The year's language program appears in the Schedule of Courses - 1960, published in January.

OFFICES OF JOTP RELOCATED

Offices of the Chief and Staff of OTR's Junior Officer Training Program are now located in 2219 Alcott Hall. Telephone extensions are unchanged: [redacted]

ARE YOU RECEIVING COPIES
OF THE BULLETIN?

General distribution of the OTR Bulletin is made directly from the Printing and Services Division, OL, to Training Officers of the DDI and the DDS, and to the mail center of DDP. Inquiries about obtaining extra copies should be directed to Training Officers who can, if necessary, obtain additional copies from the Information Branch, OTR.

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BRIEF TALKS
GIVEN AT DDS EXHIBIT

Rather than individual examination of the displays in the DDS Exhibit conducted by the Intelligence School during the recent Intelligence Orientation, summaries of activities of each of the Support Offices were presented to groups of about 10 students in 6-10 minute talks by representatives of the Office.

The same system of instruction will be used, with some modifications, at the next Exhibit, scheduled for Wednesday, 9 March, from 1400 to 1600 hours.

On the next day, 10 March, from 0945 to noon, the Intelligence Products Exhibit will also be held in the R&S Auditorium.

USE THE BULLETIN
FOR TRAINING ANNOUNCEMENTS

The OTR Bulletin is published bi-monthly and is a basic medium of dissemination used by the Office of Training and the Agency to keep you informed of OTR's internal courses, external training programs, Agency's

component-conducted courses which permit attendance of employees of other components, and generally, of those activities related to training which are considered newsworthy.

If you wish clarification on any matter mentioned in the Bulletin, or are in possession of training information which you wish to make known to others, call [redacted] Editor, OTR Bulletin, on extension [redacted]

CLERICAL TESTING

Clerical Skills Qualification Tests for employees required to meet the Agency's standards in shorthand and typewriting will be administered on the afternoons of:

29 February
14 March
4 April

Supervisors of Personnel Placement Officers register employees for these tests by calling extension [redacted] A report of the test results is sent to the individual's supervisor. Those who do not receive passing grades have to wait five weeks before being retested.

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FOREIGN LANGUAGE FILMS

As part of its language and area training, LAS/OTR has scheduled films to be shown in Room 1-87 Quarters Eye. They begin at noon and only employees of the Agency may attend.

Inquiries about the subject of a film or about the schedule should be directed to on extension

16 February Tuesday	Spanish	"Assassins, Inc" 100 min.
18 February Thursday	Hungarian	"Magnas Miska" 87 min.
23 February Tuesday	Persian	"Saud in the Eastern Province and a Lesson from the HOJA" 69 min.
25 February Thursday	French	"Street of Shadows" 85 min.
1 March Tuesday	Arabic	"And Now Miguel" 62 min.
3 March Thursday	Chinese	"Love Song of the Pipes" 105 min.
8 March Tuesday	Italian	"A Trip to Italy" 80 min.
10 March Thursday	Russian	"Newsreels" 45 min.
15 March Tuesday	German	"Rivals of the Air" 95 min.
17 March Thursday	Spanish	"Soul of Steel" 97 min.
22 March Tuesday	Polish	"Chopin's Youth" 80 min.
24 March Thursday	Romanian	"Mitrea Cocor" 104 min.
29 March Tuesday	Japanese	"KYDEN" 108 min.
31 March Thursday	Russian	"Soldier -- Van Brovkin" 87 min.

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5 April Tuesday	Albanian	"Light Over Albania" 45 min.
7 April Thursday	Czech	"Czech Newsreels" 50 min.
12 April Tuesday	Yugo	"The Banner" 88 min.
14 April Thursday	Slovak	"Our National Land"

PARABLES FOR PROBLEM SOLVING

When you're trying to solve a problem, an incisive story or anecdote often points the way to a clearer understanding of the problem and to a method of attacking it. Here are some stories that have been told or used by leading problem solvers of the business world. Some are old and some more recent, but all illustrate sound principles of decision making and problem solving.

Separate the basic problem from all the extraneous facts and circumstances that surround it.

One man who was extremely proficient at this was a wood carver who could create a lifelike statue of a bear from a railroad tie in a few minutes. His method, "I keep looking at the railroad tie until I see the bear good and clear; then I chop the wood away and bear is left."

Learn the essential facts concerning the problem.

A boy confessed to his father that he had stolen a three-foot length of old quarter-inch rope. The father told the boy not to bother him about inconsequential details; whereupon the boy disclosed that this was no detail, for on the other end of the rope was a \$25,000 prize cow, taken from a neighbor's barn and put in the father's - and the neighbor was coming up the walk with the sheriff in tow.

Tailor your questions to get the information you need.

Two theological students wanted a superior's permission to smoke. One asked if he could smoke while praying. He was sternly refused. The other asked if he could pray while smoking, and received cordial permission.

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Be able to make the most of a minimum of information.

A sea captain was known as one of the ablest men afloat. On arising, he always furtively unlocked a cabinet, read a small paper, and locked it up again. Then he would square his shoulders and go out to do whatever needed to be done - navigate the ocean, weather a typhoon, or perform heroic feats of seamanship. The first mate, who was most anxious to share this wisdom, one day found the cabinet unlocked. Eagerly he read the paper on which the commodore's success was based. It contained one sentence: "Starboard is right, and port is left."

Assemble the elements of the problem.

A tax expert was lecturing before other tax experts on a new and important section of the Internal Revenue Code. He identified the elements clearly enough, but his listeners complained that he had not detailed the exact method of making a case. His answer was: "The alphabet and the musical scale have only a few simple, well-understood characters or elements; but the fame of Shakespeare and Brahms rests entirely upon their ability to put them together. That's the part that requires an expert."

Once you've made a well-founded decision about the solution to the problem, don't worry about it.

A stone-masonry foreman supervised the construction of a bridge for one of the first railroads in the country. As the first train approached, he became so fearful for the strength of the bridge that he missed his footing, fell into the water, and drowned. Today, 125 years later, the very same bridge forms part of the mainline of a great Eastern railroad.

Present the solution of a problem in terms of the needs and interests of those who will hear it.

Heywood Broun once told a story about the start of the journey of the Magi to Bethlehem.

One Wise Man asked the others to wait while he secured an indispensable gift. There was some surprise when he returned swinging a rag doll; whereupon the Wise Man explained, "We have gold, frankincense, and myrrh for the King of Kings - and a toy for the Babe of Bethlehem."

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AGENCY OFFICIALS ADDRESS THE OFFICE OF TRAINING

That the 1960's will be our new challenge and that more will be required of us in this decade were the basic themes of addresses made by Mr. Dulles, General Cabell, Messrs. Gates Lloyd, Richard Bissell, Jr., and Robert Amory, Jr., to the Office of Training at its Ninth Annual Meeting on 18 December. We have chosen portions of their addresses that point up the direction of our efforts in meeting the '60 challenge:

Mr. Dulles

I feel that it is always good when one comes to the end of a ten-year period; good, that one is passing over a kind of important milestone. We are finishing the decade of the fifties and we are going into the decade of the sixties. The decade of the fifties was the period, one might say, of adolescence of the Central Intelligence Agency in that within it, were ten of the thirteen years of our life. Before that was a pretty rough decade. As you will recall, we were in the stormy days of Stalin's flexing his muscles. We had, in 1947, the threat to Greece; 1948 was one of the most turbulent years; and just at the entry of the new decade there was the Berlin blockade, the threat of takeover in Western Europe. It was the tremendous advance that communism tried to make in Europe - at that time on the heels of all the economic distress that the Marshall Plan went so far to meet - and the takeover of Czechoslovakia which really made the Free World sit up and take notice that all dangers weren't in the field of direct military operations but in the field of the subversive where we have such particular functions.

As we went on to the opening days of the decade we had the Korean War, followed by the war in Northern Vietnam and then more recently, the hostilities in the Taiwan Straits, the threat to Formosa in the off-shore islands and finally, just this year, the vigorous flexing of the muscles of the Chinese Communists in Tibet and on the Indian frontier. Toward the end of the decade of the fifties (beginning a little after 1955) we had the assumption of power by Khrushchev and the famous speech he delivered before the Twentieth Party Congress in 1956 in which he castigated Stalin for all that Stalin had done; then Khrushchev began to chart a new course.... Coexistence became more and more the formal label under which he was acting, and this was supported by his visit to the United States. I think that maybe as a result of all this there are some people (not so many in this country) but in different parts of the world who say that we can "relax a bit now; we are going to go a little more smoothly." I think that things may go more subtly but I'm not at all sure we can count upon their going more smoothly. Certainly you don't need to fold up your copy-books and think

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there isn't going to be any more work for you. I can assure you that as far as I can see it there is going to be more work for us in the decade of the sixties than there was in the fifties, because if the emphasis is not openly on the use of military weapons it is not because the international Communist movement does not propose to use weapons. They will be using weapons but they will be the weapons of a more subtle character. They will be using their growing might and strength in the economic and industrial field in attempted penetration of the uncommitted nations through the offer of aid and trade.

There will be still the use of all their subversive weapons of penetration to their control of the Communist Party which is just as strong as ever but far more flexible. One of the most interesting features of the great peace mission of the President has been the attitudes of the Communist Parties in the places he visited, particularly in those places where they were the strongest; for example, in Italy which has one of the strongest Communist Parties in Europe (probably the strongest), in Athens and in India where they are well organized. I would gather, under instructions from Moscow, all of those parties took the line, "if you can't lick them you had better join them." The result was that the President was received there, and to everybody's surprise, the Communist Party displayed slogans and great placards of welcome. When he made his speech in the Greek Parliament, the Communists led the applause every-time the word "peace" was mentioned. But I wouldn't let that deceive you. It is one of the tactics they will be following and this means we will need to sharpen our own tactics. We will need to be more subtle. We will need to do more careful work in defining what the techniques of international communism are going to be. They said (and they still boast) they will eventually take us over. They don't mean to take us over by force of arms. They mean to take us over by the strength and penetrating capabilities of their system. Now we have to show them whether they are right or whether we are right. That can only be done by the use of the power that the Free World has, particularly in the uncommitted areas of the world. Africa is one of the most important areas for the coming months and years as are many countries of South and Southeast Asia, and, it doesn't look as though even the Caribbean, right at our doorstep, is going to be very quiet in the months and the years to come.

All this takes me back to your particular work in the Office of Training. It is going to make training more important, for the going will be rougher and the path as I see it, will not be quite so easy to see and to plot ahead as it has been in the past.

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General Cabell

I just returned from a 32,000 mile trip which took me to [REDACTED]

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[REDACTED] Each time I visit CIA field stations, meet our people and their families, my appreciation for their skills, their talents, and their personal attitude increases. They are performing in an outstanding manner. Their general morale is high. They are dedicated to our important work with a unity of purpose and there is great teamwork there. It is also most gratifying to hear, with hardly an exception, the praises sung by numerous Ambassadors and foreign officials with whom they work.

In taking this trip I had for my main purpose, becoming better acquainted, in particular, with the countries of [REDACTED]

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[REDACTED] I also wanted to meet with our people in their own environment. I made it a point to talk with them about their work. In some instances our party was able to arrange "bull sessions" where we could all sit around, as time permitted, and exchange views and opinions and experiences covering a broad range of subjects. I should say quickly, however, that I did not find many problems other than, of course, the substantive problems facing us at the moment. Where there was a problem, a constructive approach to its resolution was forthcoming. This in my mind, reflects the healthy condition of our Organization in the field.

A number of personnel and training matters were touched upon. In these matters our people asked their questions from interest and not from concern. In almost every case the interdependent factor of our Agency clearly came to the surface.... We are all more dependent - and in my opinion properly so - upon other people or other elements of the Agency than most of us realize. Anyone who believes in a lot of self-containment is sadly mistaken.

Our field personnel have also accepted with gratifying insight the important place that competition is taking within our Agency. One officer put it most succinctly; "I have been with the Agency and it's predecessor organization and I am delighted to see increasing evidence of what I feel is an essential ingredient of personnel and training policy. I am speaking of competition and with a capital "c". Out here I am faced with an increasingly difficult task. Everyday it gets harder. I cannot afford to carry anyone not pulling his weight. My team must be topnotch or I fail. It is my view that we must demand more of our officers and those who cannot produce must be peeled off." This view is representative of general opinion in the places I visited.... Competition for a place in the sun in the light of the difficulties and various requirements of the task will be and must be a lot sharper.

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Training is an essential and qualifying factor in this competition. In your clandestine training you must not only beware of stereotypes but you must encourage individualism and even produce it when it doesn't already exist. The Agency in turn must create a distinction between those who offer something different and those who do not. This distinction might range from varied levels of privileges to monetary awards. We must move forward in the coming year with effective measures to accomplish this result. The competitive factor clearly means that individually, each employee can never assume that because he has completed a training program or has had years with the Agency, he can lean back on his training report form or seniority. This awareness of the Agency's competitive factor must be understood and ground into all of our programs including training.

I believe if all you could have taken the trip I have just completed you would also have recognized what a great burden is being carried by few trained and experienced people. The day is upon us when no longer can we do our Agency job by continuing to impose heavy burdens on a few. I do not believe that the answer is simply more people in the field. There is no magic in numbers. I speak strictly in terms of the need for more "know-how", operation ability, and imagination on the part of all field personnel and those backing them up. Our people must continue to be equipped with facts and must create a variety of operational situations. True, the techniques are important but we also must provide them with a body of principle and philosophy, coupled with what I will term a "community attitude". In other words, the interdependence factor as I referred to before extends to the totality of the "intelligence community" of which CIA is a member and it carries out an increasingly important part of the coordination function.... Coordination is a continuing process, not a one-shot deal and it must be done with a community attitude.

It is important that all the parties "get the word" and develop a helpful and progressive community attitude in accomplishing this task. You here in the Office of Training can and should help. The question of aggressive training habits is not as significant today as is the question of what proportion of our Agency personnel are imbued with a determination to make more of it. But energy by itself is no substitute for a comprehension of the potentials before us and the problems to be met, or for personal dedication to their solution.

Mr. Lloyd

This seems to be a year for modifying tradition. A certain amount of tradition in its place is good, but if we rely on it and ignore the need for constant analysis and re-evaluation of approaches and targets it is

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a sure sign of declining health, particularly in an Organization like this where static conditions are almost unheard of. In OTR you have a fine tradition of which you can be proud.... You can enlarge on this but I urge you to stand off and take a look at the traditions, at yourself, at your job, your office, and your schools, and ask yourself: "In this December of 1959 am I aware of the new targets, the new conditions, the new needs that were not there three years ago? Have I slumped off the old approaches and dusty habits? Am I willing to break with tradition because I know there is a better way to do this job?"

The Office of Training is known for its attitude and service and desire to please. However, service these days must be tempered with some discrimination, especially when those providing the service are also paying the bill. (I refrain intentionally from using the ugly word "budget" and "ceiling".) Your very real accomplishments have often been mentioned here and this year, 1959, has been no exception to this tradition. I merely ask you to be sure that 1960 will be more than mere tradition. It will be a year of reappraisal, careful analysis, a sharper focus, willingness to break with ways that are good only because they have been tried. Let's call it a year of the rifle instead of the shotgun.

Mr. Bissell

I would like to mention three particular needs that I think are going to be imposed on us. First is the one that the Director and General Cabell have already dwelled on: the sheer requirement for wide competence in tradecraft, for language skills, and for general excellence in our personnel. If we are going to be doing more with fewer, if we are really going to raise our sights as to what we accomplish as high as I believe they should be raised, then we are going to have to become steadily more and more an elite corps. We are going to have to set ourselves, standards considerably higher than those in most of the Government, and a major part of the responsibility for enabling us as an Organization to meet those standards in these more-or-less well-understood and practiced ways is going to be yours. Secondly, this concept of greater productivity, greater accomplishment per person, per man-hour, has other connotations.... There is going to be a recognition of the growing importance of our front in the cold war as the rivalry in its more overt forms comes somewhat to be diminished, or at least to be conducted in a more polite fashion. And so I think one of the means of growing productivity is going to be that we will need to and we will be able to equip each officer with more and more support in the form of the funds that he requires to do his job and, I hope, the tools that he needs for his job. I believe that we should plan on that, recognize it, anticipate it, and that our training should take it into account.

Lastly, and at least of great importance as either of these first two, it seems clear to me that if we are to accomplish more steadily, and on a sizable scale to accomplish more with no more people, we are going

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to have to find the way of applying in increasing dosages, ingenuity to our tasks. It would ill become one who is rather new to the Agency and very new to the Clandestine Services to underestimate in any degree the ingenuity that has been applied over the history of this Organization. But with all of this accumulation of ingenuity I still believe we must be highly ambitious in our efforts to develop and to apply more in the next few years. We are going to have to be ingenious in the ways of technical services, but I think even more we are going to have to discover new tack, new funds of ingenuity in operational concepts and techniques - even perhaps in organizational concepts and in every aspect of the way we go about our tasks.

Mr. Amory

Much of what has been said about the particular challenge of the 1960's applies, and if anything, it doubles in intensity in our field. There is no question but that we have to do everything we have done in the past and have to do it infinitely more expeditiously than ever before. We are constantly under the gun. What we had months to accomplish may be required to be done in a matter of a few minutes. That opens up all kinds of new challenges in fields of data processing, the use of mechanical aids, intercommunication, and so forth. We have to expand in the scientific field, particularly in connection with space.... We can see merging in the case-officer cadre of the Agency, more and more knowledge and ability to get to the heart of technical requirements and to get us the highly specialized intelligence information that we need to answer our bit questions. We are stressing more and more the requirement that our people be competent in the language to the primary country over which they are watching - and many of them watch more than one.... One of the major things we may be "laying on" Training is a rather massive program of helping our people to catch up.

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External Programs

The programs we have outlined in this section are for your general information. Selection is based on areas of interest manifested by our readers. Under certain circumstances these programs may be sponsored by the Office of Training. More complete information on those we have listed and on similar courses at local schools, domestic and foreign, colleges and universities, other Government agencies, and at commercial institutions can be obtained from the Information Branch of the Registrar Staff, 2605 Quarters Eye, extension

Enrollment under our sponsorship must be done through the Registrar. The usual Agency security restrictions apply when enrolling at one's own expense.

INTERAGENCY TRAINING PROGRAMS

Last year the Civil Service Commission issued a catalog of interagency programs open to Government employees. A similar booklet announcing Spring programs, is now available to Training Officers.

Coverage is the same as before: there are management and personnel courses, several in communications and language, and courses in world affairs.

Enrollment in any of these external programs must be done through the Registrar. Training Officers are asked to make sure that requestors have stated prerequisites and that early determination is made of those who plan to attend.

NATIONAL DEFENSE FOREIGN LANGUAGE FELLOWSHIPS

(Summer 1960 and Academic Year 1960-1961)

Congress, under the provisions of the National Defense Act of 1958, has authorized post-baccalaureate fellowships for the study of uncommon languages. Details are explained in a brochure released by Kenneth Mildenerberger, Acting Chief of the Language Development Program, U.S. Office of Education, and available for reference in the Information Branch/OTR.

The Office has ranked critical languages and first priority has been given to Arabic, Chinese, Hindi, Japanese, Portuguese, Russian and

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Urdu. On the second priority list are Bengali, Burmese, Finnish, Hebrew (Modern), Hungarian, Indonesian, Korean, Serbo-Croatian, Singhalese, Swahili, Thai, and Turkish. Fourteen institutions have been established thus far. More will be added later. Locally, Howard University is the only center, and that is for Swahili and Yoruba.

AMERICAN MANAGEMENT PROGRAMS

AMA's orientation (1) and workshops (4) seminars we have summarized will be held at its official headquarters in the Hotel Astor, New York City. Actual detailed outlines are given only to registrants at each meeting.

Orientation seminars are primarily instructional meetings of 40-50 participants in which considerable time is given to question-and-answer sessions and group discussions. They are refreshers for the executive who wants to review fundamentals and yet wants to acquire new ideas on management techniques. Workshop seminars are strictly limited to 15 participants who are well-seasoned executives and who meet for the sole purpose of exchanging operating experiences in a particular field of management.

Seminars:

General Management

"Assistant To" (Effective Functioning as the "Assistant to Top Management") Workshop - 4 to 6 April

This is particularly for the "assistant to" a senior executive. It covers definitions, of the assistant or deputy, the types of "assistants to", their limitations functions, authority, staff/line relationships, personal attributes, necessary experience, personal influence, and how they keep well-informed, maintain respect, and complete work.

Office Management

Systems Manuals (Preparation and Use of Company Organization and Policy Manuals) Workshop - 2 to 4 May

Covers advantages and disadvantages of manuals, their value versus cost, the types, preparation (to include responsibility and use of committees), style, indices, control of distribution, and keeping them current.

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Systems and Procedures Fundamentals (Principles, Techniques and Skills in Systems Planning and Analysis) Orientation - 27 June to 1 July

Includes scientific planning and management information systems; organization planning, policy planning, administrative methods and controls, operations research analysis, techniques and tools in planning, (methods and procedures analysis and the place of data processing).

Research and Development

Evaluation and Measurement of R & D - Workshop - 25 to 27 May

For those in the finance area responsible for R & D. It will include requirements, allocation of R & D funds, selection of projects, their review and appraisal, and evaluation of the over-all R & D program.

Motivation and Compensation of R & D Personnel - Workshop - 13 to 15 June

Intended for research administrators and personnel directors associated with research and development. It covers the role of the research director, the individual contributor versus team research, meaningful compensation, and the place of the technical personnel manager and his relationship to the research director.

SUMMER INSTITUTE IN EXECUTIVE DEVELOPMENT FOR FEDERAL ADMINISTRATORS (CHICAGO)

The Center for Programs in Government Administration, University of Chicago, has announced the dates for its 1960 Summer Institute of Executive Development for Federal Administrators. They are on a two-week and a four-week basis, and to attend, an Agency employee is required to have approval of his Deputy Director and must have completed OTR's Management Course.

The two-week programs are:

27 June - 8 July	Administrative Decision-Making
11 July - 22 July	Organizational Structure and Administration
1 August - 12 August	Communications and Administration
15 August - 26 August	Human Relations and Administration

The four-week programs are:

27 June - 22 July	Organizational Decision-Making and the Execution of Decisions
1 August - 26 August	Organizational Decision-Making and the Validation of Decisions

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PUBLIC ADMINISTRATION - GRADUATE AWARDS - HARVARD AND CORNELL

The Graduate School of Public Administration of Harvard annually awards fellowships in this field. One is the Littauer Fellowship for public servants who have had considerable experience in Government, (and preferably some graduate study in social sciences) and who plan to continue careers in Government at the local, state, or federal level. It carries a stipend up to \$3,500.

There are also Administration Fellowships for recent college graduates who have had some experience in public service or who intend to take it up as a career. The stipend for these varies up to \$2,000.

Harvard requests that applications be made by 15 March but, where circumstances warrant, will consider them at a later date.

Graduate Awards - Cornell

Cornell's Graduate School of Business and Public Administration also has Graduate Awards available in the form of assistantships, fellowships, scholarships, and grants-in-aid. They too, are for training new men and women for professional careers in public service. Stipends vary up to \$3,000. All applications are due by 2 March.

GRADUATE OVERSEAS TRAINING PROGRAM: SYRACUSE

The Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, offers an overseas training program beginning in June each year for qualified men and women interested in overseas careers with Government agencies, business firms, and philanthropic-religious organizations. To be eligible for this program, the student must have an undergraduate degree plus at least thirty hours of graduate credit in such disciplines as economics, public and business administration, agriculture, engineering, law, medicine and public health, and so forth - or the equivalent professional experience.

The Program is conducted at Syracuse and begins in June and terminates in January. The first ten weeks are devoted to a rigorous interdisciplinary seminar followed by four weeks of intensive language training in which conversational facility is stressed. The students then go overseas as a group to one foreign country where they pursue an individual research internship project for four months. The purposes of this study abroad is to help the student acquire familiarity with the practical conduct of American activities overseas and to develop an "approach" based on cultural empathy to the patterns of living of foreign peoples.

While in the foreign country, the students have access to libraries and other centers of learning, as well as to American organizations operating in that country. Arrangements are made for the students to live with a foreign family. The entire program is guided by one professor who supervises the work at Syracuse and accompanies the group overseas.

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FOREIGN SERVICE INSTITUTE - COURSES

We are announcing these courses for the principal purpose of calling attention to the close-of-registration dates established by the Institute. Training Officers are asked to submit their requests for this instruction soon enough so that the Registrar can comply with FSI's selection dates and avoid embarrassment to the Agency.

Mid-Career Course on Foreign Affairs (12 weeks)

<u>Begins</u>	<u>Close of Registration</u>
4 April	7 March
5 July	6 June
26 September	29 August

Intensive French, Spanish (16 weeks)

25 April	21 March
23 May	25 April
20 June	23 May
18 July	20 June
15 August	18 July

Intensive German (16 weeks)

25 April	21 March
20 June	23 May
15 August	18 July

CENTER OF STUDY OF COMMUNIST CHINA (PROPOSED) - AMERICAN UNIVERSITY

The School of International Service, American University, plans to institute a four-year doctorate program which will include intensive study and research in the Chinese language and in the history of China, focusing particularly on Communist China. Local study is to be supplemented by residence in the Far East. The Center hopes to attract graduate students through fellowships.

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TRANSPORTATION INSTITUTES AND R & D INSTITUTES - AMERICAN UNIVERSITY
March, April and May 1960

Industrial Transportation and Traffic Management Institute will be conducted by the School of Business Administration of American University from 7 to 24 March. This program is primarily for the executive responsible for traffic policy and procedures. The course includes outstanding recent developments in facilities, services, and rates; management problems (including personnel); and carrier regulations as they pertain to rates. Field trips are also included.

The Institute on Ocean Transportation and Port Operations is scheduled 2 to 13 May.

The Fifth Institute on Administration of Scientific Research and Development will be held from 25 to 29 April.

Course coverage of the April and May Institutes will be summarized in the next Bulletin.

SPACE EDUCATION INSTITUTE - MARYLAND UNIVERSITY - 29 February to 2 May 1960

The University of Maryland, in cooperation with the Maryland Section of the American Rocket Society, will conduct a Space Education Institute from 29 February to 2 May on Monday evenings, 7:30 to 9:30 in Symons Hall Auditorium on the campus. The purpose of the Institute is to provide educational leaders, teachers, and members of the American Rocket Society with the opportunity to meet and hear outstanding authorities discuss their specialization in space science and technology. A discussion period will follow each lecture.

INTENSIVE ENGLISH COURSES FOR FOREIGNERS - AMERICAN UNIVERSITY AND GEORGETOWN UNIVERSITY

Intensive training in the English language is offered to visitors, students, and residents from abroad by American and Georgetown Universities.

The Language Center of American University offers six-week courses throughout the year. Each student is pretested and on the basis of results, is assigned to a class at the beginning, intermediate, or advanced level. Twenty-five hours a week are spent in class and this is supplemented by intensive oral drill in the laboratory. Lectures, discussions, and films about American social life, customs, education, history, and geography are also part of the course.

At Georgetown, its Institute of Language and Linguistics also offers an intensive course for foreign students. On the basis of test scores, students are placed in sections for beginners and non-speakers, or in sections for those with previous training but deficient in oral communication. Fifteen hours of formal classwork plus twenty hours of lab work each week are required. Classes are organized on a semester basis.

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Registrar's Reminders

A year's projection of OTR's courses appears in the Schedule of Courses, 1960, published in January. In this section of the Bulletin we have listed only those courses scheduled to begin within the period mid-February to mid-April. We have also identified the course as full-time (Ft) or part-time (Pt) and indicated total hours of instruction. Any date that is different from one previously announced, or any special notation that may have some bearing on enrollment is indicated. If it is necessary to make further changes between now and our next publication date, that information will be made known to Training Officers either by Special Bulletin or by telephone.

To enroll in one of the following courses an individual must complete a Form 73, Request for Internal Training, and send it to the Registrar through a Training Officer. Information on courses substance can be obtained from Training Officers.

<u>Code</u>	<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
101 25X1A6A	Administrative Procedures (Ft) 120 hrs. (Indicate Phase in which student is to be enrolled) 136, <input type="text"/>	18 Apr	25 Apr - 13 May
103 25X1A	Budget and Finance Procedures (Ft) 80 hrs. 132, <input type="text"/>	28 Mar	4 Apr - 15 Apr
205-211	Clerical Refresher Program (Pt) 20-30 hrs. Pre-test required: 17 Mar Schedule: (Rm 508, 1016 16th St.) Typing 0900-1000 Shorthand 0930-1100 English Usage 1100-1200	14 Mar	21 Mar - 15 Apr
914	Communist Party Organization & Operations (Ordinarily a part-time, 4 wk course; this running is full-time, 2 wks.) 80 hrs. 2103 Alcott	28 Mar	4 Apr - 15 Apr
506	Conference Techniques (Pt) 24 hrs. Mon, Wed 0930-1130 2025 R&S	18 Apr	25 Apr - 1 Jun

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<u>Code</u>	<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
906	Dependents Briefing (Ft) 6 hrs. 117 Central	(Consult TO)	1 Mar - 2 Mar 5 Apr - 6 Apr
504	Effective Speaking (Pt) 24 hrs. Mon, Wed 0930-1130 2025 R&S	7 Mar	14 Mar - 20 Apr
901	Intelligence Orientation (Ft) 160 hrs. R&S Auditorium	22 Feb	29 Feb - 25 Mar
917	Intelligence Research - Techniques (Ft) OSI and/or ORR 160 hrs.	7 Mar	14 Mar - 8 Apr
302	Management (Pt) 40 hrs. GS-11 to 13 0830-1230 155, <input type="text"/>	11 Apr	18 Apr - 29 Apr
25X1A6A			
25X1A6A02	Operations Support (Ft) 200 hrs. 136, <input type="text"/>	14 Mar	21 Mar - 22 Apr
301	Supervision (Pt) 40 hrs. GS-5 to 9 0830-1230 155, <input type="text"/>	28 Mar	4 Apr - 15 Apr
25X1			
307	Supervision in Research and Analysis (Pt) GS-12 and above 40 hrs. 0830-1230 155, <input type="text"/>	14 Mar	21 Mar - 1 Apr
25X1A6A			
503	Writing Workshop 27 hrs. Basic 1st Wk: Mon, Tues, Thurs. Last 3 Wks: Tues, Thurs. 0900-1200 2025 R&S	28 Mar	4 Apr - 28 Apr

A pretest for the Intermediate and Advanced Writing Workshops
will be given 21 March
1300 Hours
1331 R&S

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OPERATIONS COURSES

<u>Code</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
407 (Pt) 60 hrs.	22 Feb	29 Feb - 18 Mar
417 (Ft) 120 hrs.	22 Feb	29 Feb - 18 Mar
420 (Ft) 120 hrs.	22 Feb	29 Feb - 18 Mar
425 (Ft) 160 hrs.	21 Mar	4 Apr - 29 Apr
429 (Pt) 60 hrs.	29 Feb	7 Mar - 25 Mar
430 (Ft) 180-232 hrs.	21 Mar	4 Apr - 4 May
435 (Ft) 160 hrs.	14 Mar	28 Mar - 22 Apr
436 (Ft) 160 hrs.	11 Apr	18 Apr - 13 May
439 (Ft) 160 hrs.	29 Feb	14 Mar - 8 Apr

LANGUAGE COURSES

Registration dates for intensive (full-time) study have been established well in advance of the starting dates of courses to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval must be obtained before enrollment will be authorized.

All applications are sent to the Registrar/TR through Training Officers. Students who intend to take one or more phases of an instruction must submit an application for each of the phases. These may be submitted at the same time.

Full-time study includes reading, writing and speaking; part-time is as identified.

Full-time

<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
French (Basic) 800 hrs.	29 Feb	28 Mar - 19 Aug
French (Intermediate) 400 hrs.	Immediately	29 Feb - 6 May
German (Basic) 800 hrs.	29 Feb	28 Mar - 19 Aug
German (Intermediate) 400 hrs.	Immediately	14 Mar - 27 May

Part-time

Chinese (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	14 Mar	28 Mar - 12 Aug
German (Basic) 120 hrs. RSW - Phase I Three 2-hour classes a week	14 Mar	28 Mar - 19 Aug

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<u>Course</u>	<u>Close of Registration</u>	<u>Dates of Course</u>
German (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	14 Mar	28 Mar - 19 Aug
Greek (Basic) 100 hrs. RSW - Phase I Five 1-hour classes a week	22 Feb	7 Mar - 22 Jul
Japanese (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	14 Mar	28 Mar - 12 Aug
Russian (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	29 Feb	14 Mar - 29 Jul
Russian (Basic) 120 hrs. RSW - Phase III Three 2-hour classes a week	29 Feb	14 Mar - 29 Jul
Turkish (Basic) 100 hrs. RSW - Phase I Five 1-hour classes a week	23 Feb	7 Mar - 22 Jul
Turkish (Basic) 100 hrs. RSW - Phase II Five 1-hour classes a week	23 Feb	7 Mar - 22 Jul

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Directories

OFFICE OF TRAINING

Director of Training	Matthew Baird		11	
Deputy Director of Training			11	
Plans and Policy Staff			17	
Support Staff			8	
Assessment and Eval. Staff			1331A	R&S
Junior Officer Training Program			2219	Alcott
Intelligence School			2009	R&S
School of International Communism and the USSR			2109	Alcott
Operations School			201C	
Language and Area School			1928	Qtrs. Eye
Administration			1828	Qtrs. Eye
Area Training			1828	Qtrs. Eye
Language Training			1921	Qtrs. Eye
Registrar Staff			2623	Qtrs. Eye
Deputy Registrar			2623	Qtrs. Eye
Information			2605	Qtrs. Eye
Processing			2608	Qtrs. Eye
Standards			2620	Qtrs. Eye
Registration			2623	Qtrs. Eye

25X1

25X1

25X1

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DD/C TRAINING OFFICER

O/DDC

202 Admin

25X1

DD/I TRAINING OFFICER

Asst. to DDI (Admin)

347 Admin

O/DDI

354 Admin

OCR

350 26th St.

ORR

1003 M
1015 M

ONE

105 Admin

OCI

2052 Q
2052 Q

OSI

2414 Barton

25X1

OBI

126

OO

CONTACT
SOVMAT
FBID
FDD

402 1717 H St.
506 1717 H St.
401 1717 H St.
414 1717 H St.

2021

25X1

PIC

605 Steuart

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DD/S TRAINING OFFICERS

Special Assts. for DD/S

120 East

25X1

Audit

2218 Curie

Commerical

2020 Barton

Communications

1503 Eye

Comptroller

1039 Alcott

General Counsel

226 East

Logistics

2C49 Qtrs. Eye

Management

1714 Qtrs. Eye

Medical

2714 Eye

Personnel

2602 Curie

Security

1311 Eye

Training

2623 Qtrs. Eye

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